

## CABINET

6.00 P.M.

1ST OCTOBER 2019

**PRESENT:-** Councillors Erica Lewis (Chair), Kevin Frea (Vice-Chair), Dave Brookes, Tim Hamilton-Cox, Janice Hanson, Caroline Jackson, Jean Parr, John Reynolds, Alistair Sinclair and Anne Whitehead

Officers in attendance:-

Kieran Keane	Chief Executive
Daniel Bates	Director of Corporate Services
Mark Davies	Director for Communities and the Environment
Jason Syers	Director for Economic Growth and Regeneration
Paul Thompson	Chief Financial Officer (Head of Finance & Section 151 Officer)
Debbie Chambers	Democratic Services Manager and Deputy Monitoring Officer
Luke Gorst	Solicitor and Deputy Monitoring Officer
Liz Bateson	Principal Democratic Support Officer

### 22 MINUTES

The minutes of the meeting held on Tuesday 3 September 2019 were approved as a correct record.

### 23 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

The Chairman advised the meeting that the proposed item of urgent business with regard to establishing a Local Plan Review Advisory Group had been withdrawn.

### 24 DECLARATIONS OF INTEREST

No declarations were made at this point.

### 25 PUBLIC SPEAKING

Members were advised that there had been no requests to speak at the meeting in accordance with Cabinet's agreed procedure.

At this point the Chair moved that standing order 17 (Cabinet Procedure Rule 17) be suspended to allow for questions to be taken from all members as the reports were introduced. The proposal was seconded by Councillor Whitehead and unanimously agreed.

***Resolved unanimously:***

(1) That standing order 17 (Cabinet Procedure Rule 17) be suspended.

### 26 RESERVES POLICY

**(Cabinet Member with Special Responsibility Councillor Whitehead)**

Cabinet received a report from the Director of Corporate Services to consider and approve an updated Reserves Strategy and Action Plan.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

<b>Option 1: Adopt the Strategy</b>
<b>Advantages</b> <ul style="list-style-type: none"> <li>• Improved clarity with respect to the use of reserves.</li> <li>• Greater assurance that reserves expenditure fits with corporate priorities and is appropriately authorised and monitored.</li> </ul>
<b>Disadvantages</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Risks</b> <ul style="list-style-type: none"> <li>• The agreement of principles for the use of reserves reduces the risk that reserves expenditure is not adequately controlled which in turn might result in reduced financial resilience.</li> </ul>
<b>Option 2: Do not adopt the Strategy</b>
<b>Advantages</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Disadvantages</b> <ul style="list-style-type: none"> <li>• Lack of clarity with respect to using reserves and processes for authorisation and monitoring of reserves will remain unclear.</li> </ul>
<b>Risks</b> <ul style="list-style-type: none"> <li>• The lack of an updated Reserves Strategy increases the risks that reserves expenditure is not adequately controlled.</li> </ul>

The officer preferred option is Option 1. This option is designed to clarify how reserves are managed and utilised in order to balance the delivery of council priorities with securing financial resilience. In accordance with Part 3 Section 5 Paragraph 2(d) of the Constitution, the Overview and Scrutiny Committee or the Budget and Performance Panel would have the opportunity to comment on the proposals prior to the revised Reserves Strategy being considered at full Council.

Councillor Whitehead proposed, seconded by Councillor Parr:-

“That the recommendations, as set out in the report, be approved.”

Councillors then voted:-

***Resolved unanimously:***

- (1) That the revised Reserves Strategy and Action Plan set out in Appendices One and Two be approved.
- (2) That full Council amend the Budget & Policy Framework to incorporate the amendment to the Reserves Strategy.

**Officer responsible for effecting the decision:**

Director of Corporate Services

**Reasons for making the decision:**

The report and appendices provide an update to the Council's Reserves Strategy to clarify how reserves are managed and utilised in order to balance the delivery of council priorities with securing financial resilience. Any decision to amend the Budget Framework is a function of full Council. Overview and Scrutiny/Budget & Performance will be consulted on the proposals in accordance with the Constitution prior to their submission to full Council.

**27 DIGITAL STRATEGY (Pages 9 - 15)**

**(Cabinet Members with Special Responsibility Councillors Hanson & Hamilton Cox)**

Cabinet received a report from the Director of Corporate Services to consider and approve the Council's Digital Strategy.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

<b>Option 1: Adopt Digital Strategy</b>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• Significant support to the Council's economic prosperity plan by providing first class digital infrastructure such as full fibre and 5G to support a growing tech sector in the district which promotes high value and green jobs.</li> <li>• Focus on partnerships which will enable stakeholders to come together to deliver enhancements in health, innovation, nature and knowledge and tackle issues of social exclusion.</li> <li>• The use of digital methodologies at the Council will make it easier for residents to access services whilst making the Council more efficient and agile in order to better utilise its properties and reduce carbon emissions through route optimisation, reduced travel and paperless.</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• There are risks associated with delivering complex technology projects in order to meet digital ambitions. These risks will be managed as part of the programme and project management processes.</li> </ul>
<b>Option 2: Do not adopt the Digital Strategy</b>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• More resource available for other areas of ambition.</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• The Lancaster district, which has a significant reliance of the technology sector, might fall behind other areas without a current strategy covering digital infrastructures and partnerships.</li> <li>• Council services might remain relatively less accessible and the Council would find it more difficult to drive efficiencies without coherent and integrated digital plans.</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• There are risks that the Lancaster economy and the Council itself will 'fall</li> </ul>

behind' if it is not able to adequately respond to the opportunities provided via digital technology in an organised manner.

The officer preferred option is Option 1.

Councillor Hanson proposed, seconded by Councillor Hamilton-Cox:-

"That the recommendations, as set out in the report, be approved."

Councillors then voted:-

***Resolved unanimously:***

- (1) That the Digital Strategy as set out in the report and Appendix 1, appended to the minutes, be approved.
- (2) That Cabinet pre-approve the principle of funding for infrastructure works in Dalton Square, the establishment of a mechanism for delivering a full fibre network to the Lancaster district and the establishment of a collaborative workspace in Lancaster subject to reserves and capital funding bids being made in accordance with the budget framework.

**Officer responsible for effecting the decision:**

Director for Corporate Services

**Reasons for making the decision:**

The Digital Strategy underpins all of the Council's Ambitions via the delivery of excellent digital infrastructure, partnership and change plans. The strategy sets out an ambition to work towards a smart district utilising technology to become a clean, green and healthy district that benefits all residents and businesses.

**28 HACKNEY CARRIAGE FARE REVIEW 2019**

**(Cabinet Member with Special Responsibility Councillor Brookes)**

Cabinet received a report from the Director for Communities and the Environment to consider introducing a new fare tariff in relation to licensed hackney carriages operating in the Lancaster district. At a meeting on 29 August 2019 the Licensing Committee had, in its capacity as an advisory committee recommended Cabinet's approval of the new tariffs.

The options, options analysis, including risk assessment and officer preferred option, were set out in a report to the Licensing Committee, appended to the agenda, as follows:

	<b>Option 1:</b> Maintain current table of fares approved in 2017.	<b>Option 2:</b> Apply retail price index (RPI) to current flag fall.	<b>Option 3:</b> Apply 20p increase to flag fall
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Advantages	Public are aware of expected fares when hiring a hackney carriage.	This seems to be a general approach across County and Country, although not a common approach to all.	Representatives of the trade supported this approach when discussed at the Taxi Working Group
Disadvantages	The current table of fares has not been reviewed since 2017.	Allows for a minimal increase only (2.1%).	The increase is not supported by an agreed or common methodology that reflects the cost of owning and operating a hackney carriage in the District.
Risks	Drivers may decide to leave the trade, if they decide that the profit is marginal.	Drivers may decide to leave the trade, if they decide that the profit is marginal.	Decrease in business for hackney carriages due to fare adjustments.

The Officer preferred option is Option 3 to apply an increase of 20p to the initial flag fall. Applying the tariff increase would seem appropriate so as to help ensure that hackney carriage proprietors receive a reasonable increase in fare income. The increase reflects necessary and proportionate adjustments, given that there were no increases in fares last year (2018) and the increase in the previous year was marginal, based on the annual RPI. Any concerns from members of the public will be addressed through the consultation process by placing a notice in the local press proposing the revised tariff. An amended table of fares, that reflected option 3, was appended to the agenda as Appendix 3.

It was reported that there was an error in Appendix 3 and that the tariff 3 should read £5.20 and not £5.00 and this would be amended prior to going out to consultation.

Councillor Brookes proposed, seconded by Councillor Parr:-

“That the recommendations, as set out in the report subject to the amendment to tariff 3 in Appendix 3, as set out above, be approved.”

Councillors then voted:-

***Resolved unanimously:***

- (1) That the new table of fares as recommended by Licensing Committee on 29 August 2019 be approved subject to a revision to Tariff 3, Appendix 3 to read £5.20 and not £5.00.
- (2) That the Licensing Manager be authorised to advertise the new table of fares as required by legislation.

**Officer responsible for effecting the decision:**

Corporate Director for Communities and the Environment

**Reasons for making the decision:**

The setting of fares is an Executive function as it is not one that is listed in the Local Authorities (Function and Responsibilities) (England) Regulations 2000 and therefore falls to the Cabinet to make the final decision whether to approve the increase in charges recommended by Licensing Committee on 29 August 2019. The decision enables the proposed fares to be published in the local paper and allow for any objections to be considered prior to coming into effect.

**29 EXCLUSION OF THE PRESS AND PUBLIC**

It was moved by Councillor Lewis and seconded by Councillor Reynolds:-

“That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members then voted as follows:-

***Resolved unanimously:***

- (1) That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of that Act.

**30 EDEN PROJECT NORTH (Pages 16 - 17)****(Cabinet Members with Special Responsibility Councillors Lewis and Hamilton-Cox)**

Cabinet received a report from the Chief Executive to progress arrangements with Eden Projects International Ltd. The report was exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.

The options, options analysis, including risk assessment and officer preferred option, were set out in the exempt report.

It was proposed by Councillor Hamilton-Cox, seconded by Councillor Lewis and resolved unanimously:-

***Resolved unanimously:***

- (1) The resolution is set out in a minute exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972.

**Officer responsible for effecting the decision:**

Chief Executive

**Reasons for making the decision:**

Eden Project North provides an opportunity to deliver considerable social and economic benefits for Morecambe and the wider area and the decision is consistent with the Council's Economic development intentions. Advice will be taken from the Council's specialist legal advisors to ensure state aid and procurement rules are adhered to as well as seeking assistance in the negotiation and drafting of key legal documents that will comply with the law and fully protect the Council's position.

**31 SALE OF WOOD STREET CAR PARK (Pages 18 - 20)****(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**

Cabinet received a report from the Interim Regeneration Manager to consider the disposal of a short-term stay surface car park for redevelopment.

The options, options analysis, including risk assessment and officer preferred option were set out in a report exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972.

Councillor Hamilton-Cox proposed, seconded by Councillor Parr:-

"That the recommendations, as set out in the exempt report, be approved."

Councillors then voted:-

***Resolved unanimously:***

- (1) The resolution is set out in a minute exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972.

**Officer responsible for effecting the decision:**

Director for Economic Growth and Regeneration

**Reasons for making the decision:**

The decision is consistent with all of the Council's four priorities in the Council Plan. Exactly how the decision fitted with those priorities was set out in the exempt report.

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Chair

(The meeting ended at 6.43 p.m.)

**Any queries regarding these Minutes, please contact  
Liz Bateson, Democratic Services - telephone (01524) 582047 or email  
ebateson@lancaster.gov.uk**

**MINUTES PUBLISHED ON MONDAY 7 OCTOBER 2019**

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:  
TUESDAY 15 OCTOBER 2019.**





# Lancaster District Digital Strategy

*Tech Health Innovation Nature Knowledge*

## **The THINK Vision**

1. We aim to make the Lancaster district the best it can be by using digital methodologies and best practice in order to deliver transformation at the Council and throughout the whole district in Technology, Health, Innovation, Nature and Knowledge.
2. We aim to be a Gigabyte district which supports and benefits all of its citizens and businesses; including the growing technology sector through key partnerships between universities, health, councils, voluntary sector and private sector.
3. We will also transform our own service provision in order to meet rising demands and expectations by using data to improve services, widen access, tackle exclusion and save money through more efficient processes.
4. Over the next ten years, working with partners and using the THINK methodology and strategy, the Lancaster district will be:

### **A smart district**

- World Class Connectivity – a Gigabyte region with a full fibre network and 5G throughout which will be the best place for start-ups whilst maintaining and growing our existing digital businesses and supporting all businesses and organisations in the area. We will do this through collaboration with all our stakeholders to continually improve the area for the benefit of all.

### **A green district**

- Striving to address the climate emergency by using technology to reduce carbon emissions in the district.

### **A healthy district**

- Working with the Health Innovation Centre and NHS anchor institutions to develop technology for health and promote healthier lifestyles.

### **A clean district**

- Using digital technology to improve emptying bins, measure air quality and provide citizens with easy ways to report issues with public realm.

### **A fair district**

- Using technology to better understand our customers, improve community engagement, address exclusion and deliver community wealth and social value.

## THINK Tech

We will use technology as a catalyst to enable change and inform and deliver best practice in all the council's key areas of delivery. Technology around the district will be used to improve our citizens' well-being.

## THINK Health

We will ensure that digital best practice, partnerships with e.g. the Health Innovation Campus and use of modern technologies move us towards becoming a beacon of ever improving health outcomes.

## THINK Innovation

We will ensure that we enable digital innovation in our district through visionary digital leadership, collaboration with the community and business, and developing deeper relationships with education providers.

## THINK Nature

To counter the climate emergency, we will use cutting edge and innovative solutions to encourage green thinking and develop green technologies to reduce the district's carbon emissions.

## THINK Knowledge

We will ensure that we become a knowledge organisation in order to better serve our customers and meet increasing demands and expectations.

## THINK at the Council

To deliver our transformational vision, we need great digital connectivity and a strong and improving culture of collaboration, but we also need to change our work and working practices at the council to become more agile and more efficient at service delivery.

The **THINK** Vision is a bold one, capable of making significant changes to the Council, the district and to the well-being of all our citizens.



The vision is built on three building blocks. These are the things we will need to focus on to deliver the above outcomes. We need to work on **connectivity** and make Lancaster a gigabyte district. We need to **collaborate** with all those with a stake in the future of the district's success and we need to **change** the way the Council delivers its services focussed around our customers' needs. These building blocks form the basis of our digital strategy.

## Connectivity

### *Why is it important?*

6. Digital transformation requires excellent connectivity in the form of full fibre broadband and 5G mobile technology. This will create the conditions for transformational change and assist the Lancaster district to become a place of choice for digital and high tech businesses. High speed broadband across the region will also assist the Council and other partners to improve well-being of citizens through more accessible services and projects which promote innovative, healthier, greener and fairer outcomes.

### *What have we done already?*

- We are working to create a definitive fibre map covering the whole district in order to understand where we have good connectivity and where it needs improving.
- We have commissioned a 'Creating Infrastructure' report which sets out our connectivity requirements to act as a specification for work required to establish a vehicle to provide a full fibre network for the district.
- We have been working to improve our existing Wi-Fi network, providing new Wi-Fi hotspots at our Museums with a view to creating a Wi-Fi corridor from the train station to Dalton Square where the Council's City, Coast and Countryside service is freely available.
- We have started planning for Dalton Square connectivity improvement to include a new digital exchange and possibility of new fibre ducts extending past the Dukes and onto the Canal Quarter site.
- We have established a good working relationship with Lancaster University with a view to sharing connectivity ambitions. The University has gifted us their e-campus software which will allow us to provide real time content and information on screens throughout the district. This is already installed in Salt Ayre and will be rolled out more widely over the next year.

### *What will we deliver?*

- Completion of infrastructure works in Dalton Square and the Canal Quarter site to include ducts and chambers in order to extend full fibre from a Digital Exchange delivering data centre capacity for the public and private sector with high speed resilient fibre broadband.
- A procurement process which will deliver an open access network, giving us the conditions for a more than gigabit 5G city via broadband, full fibre and 5G.
- A One Dig policy to ensure that we consider connectivity alongside all of our own and our partners' infrastructure projects.
- Full deployment of the e-campus screens coupled with the re-development of the iLancaster app in order to provide easy access to real time, quality information from the Council and partners throughout the district.
- Once full connectivity is achieved, we will work on plans to utilise this technology to provide best outcomes in health, innovation, nature and knowledge as set out on the previous page.
- We will sign the Government's Local Digital Declaration which affirms our commitment to harness digital technologies to improve the lives of our citizens.

## Collaboration

### *Why is it important?*

7. If the Lancaster district is to become a Gigabyte region which attracts high value businesses and delivers benefits to all citizens, then we will need to work closely with our key stakeholders to make this happen. The universities in particular but also businesses, health, transport and the third sector have a stake in delivering and utilising great connectivity and it is important that we work together to achieve this.
8. The Digital Strategy and the THINK brand provide a focus around which we will work with all our stakeholders to drive forward our digital and technological ambitions. A number of key partnerships have already been formed but we will continue to work to make this Strategy one which is adopted by all of our partners.

### *What have we done already?*

- We have developed the THINK brand and principles and have received widespread support from key partners including both universities as well as representatives from the Health Service, the business community and local organisations.
- We have established a LUCID (Lancaster's Universities and Council Infrastructure and Digital) Working Group which meets regularly and has already resulted in the sharing of Lancaster University's e-campus system which is being rolled out through the district.
- We have started working on Memorandums of Understanding with key partners including the universities and Digital Lancashire in order to ensure that we work to the same vision.
- We are working with over a dozen councils sharing digital and agile knowledge and best practice. Locally, we are working with Wyre, Blackpool and Lancashire Councils on areas of joint interest.
- Our first THINK event will take place in Lancaster Town Hall on 28 November 2019 where we will meet with members of the business community to launch our digital vision and seek their input and support.

### *What will we deliver?*

- Creation of a THINK Board with membership from all key stakeholders representing all sectors to drive forward this strategy as a shared ambition for the district.
- Regular THINK Tank workshops with all partners to tackle shared issues and ambitions including sessions on the digital economy, digital inclusion, health outcomes and green technology.
- Development of a collaborative workspace in Lancaster open to all stakeholders, possibly using the area of the Storey to be vacated by the Visitor Information Centre for which a capital bid will be made.
- Development, with partners, of our e-campus system in order to provide prominent digital signposting to services, information, promotion and support.
- Working with relevant partner organisations (such as CAB and CVS) and taking account of the Government's digital inclusion strategy, we will create an action plan for using digital technologies to improve well-being amongst excluded and vulnerable communities.
- We are aiming to host a Smart Cities Conference during 2020.

## Change

### *Why is it important?*

9. The Strategy seeks to use digital methodologies to implement significant change at the Council in order to meet rising demands and expectations from citizens at a time of reducing finances. This change will focus around our customers in order that they can easily connect with the Council at time and place of their choosing enabling them to tell us once and expect us to get it right first time. In order to deliver such change we will use technology such as the internet to transform our services and ensure that we promote more and better community participation and engagement.
10. Digital technologies will allow the Council to work in a more agile way which has the capacity to deliver significant savings from rationalisation of office space. It will also provide opportunity to reduce carbon emissions via reducing unnecessary travel, optimising routes for waste collection and litter bins and using digital technologies around paperless working.

### *What have we done already?*

- Set up a Customer Service Strategy Board to evaluate the best way to meet citizens' needs for interacting with the Council.
- Appointed Community Connectors who, using agile technology, are able to respond to individual citizen and community organisations' needs face to face.
- Working with community interest groups to tackle digital exclusion through support and mentoring.
- We are rolling Wi-Fi out across Council buildings to support staff mobility and agile working as well as improving coverage of the free City, Coast and Countryside network.
- We are updating and improving our mobile device offering and implementing agile software such as Microsoft Teams to support mobile working and paperless initiatives.
- We are about to launch a new intranet and are working towards a self-serve portal which enables most frequently undertaken activities to be automated freeing up officer time.

### *What will we deliver?*

- Improving the ability for customer to self-serve via a web portal to provide interaction with the Council at a time and place which suits the customer.
- Further expansion of the Wi-Fi capability in order to provide social outcomes such as providing subsidised coverage in social housing schemes.
- Digital impact assessment on all council documents.
- Widen access to mobile technology to all officers and members.
- Working with Lancaster University's research ethics team to develop a framework to ensure that any data collection undertaken on public land is transparent and open and that results are anonymised and re-usable for community benefit.
- Develop a Council digital task group to consider ideas to overcome organisational challenges.

11. A full digital action plan which will be regularly updated is included on our website at [www.lancaster.gov.uk/digital](http://www.lancaster.gov.uk/digital)

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